

extending the school day and school year

the education
achievement
authority of michigan



2012 - 2013

“We have a choice. We can simply maintain and defend what we have ... or create what we need.”

~ Gary Marx~

Extending the School Day and Year for the Education Achievement Authority of Michigan

The Recommendation

The Education Achievement Authority of Michigan, by virtue of research, student needs, and stakeholder’s request, recommend that the EAA adopt and commence its new system of schools with a 220 day calendar for teachers and a 210 day calendar for students. All employees of the EAA with the exception of classroom teachers and instructional assistants, shall be required to work a 12 month calendar commensurate to that followed by business and industry.

Rationale

In 1983, President Ronald Reagan’s National Commission on Excellence in Education, led by Secretary T.H. Bell, issued a damning report regarding the status of public schooling in the United States. The opening words of this report, entitled *A Nation at Risk: The Imperative for Educational Reform*, are just as true today as they were when the original report was issued.

‘the educational foundations of our society are presently being eroded by a rising tide of mediocrity that threatens our very future as a Nation and a people" and the statement, "If an unfriendly foreign power had attempted to impose on America the mediocre educational performance that exists today, we might well have viewed it as an act of war.’

For this generation of students to remain competitive with their international peers as adults, they need to start spending more time in school. President Barack Obama proposed that American school children extend their time in class, either by lengthening the school day, or spending less time on summer vacation.

‘We can no longer afford an academic calendar designed when America was a nation of farmers who needed their children at home plowing the land at the end of each day,’ Obama said. He continued to say ‘That calendar may have once made sense, but today, it puts us at a competitive disadvantage. Our children spend over a month less in school than children in South Korea. That is no way to prepare them for a 21st century economy.’

Even in 1983, *A Nation at Risk* called for an end to the traditional 6.5 hour, 180 day school year. The report recommended increasing the number of hours in the school day to seven and increasing the number of school days in the year to between 200 and 220. In the 28 years since the report was issued, however, its recommendation has not been widely adopted in U.S. public schools, in large part because of the high cost associated with extending time.

(Chalkboard Project 2008; Aronson et al., 1999)

American children spend the least amount time in the classroom when compared to other countries. Currently, the average school year length in the United States is 180 days. Advocates are pushing further toward a 200-day school year, which would align with Hong Kong, and the Netherlands, and leave us a close second with South Korea and Japan, who leads with a 243-day school year as shown in Table I below.

Table I: A Comparison of Annual Days in School with Performance on the Programme
for International Student Assessment

Country	Days in School Year	PISA Reading Composite	PISA Math Composite	PISA Science Composite
Finland	190	536	541	554
Hong Kong	200	533	555	549
Japan	243	520	529	539
South Korea	220	539	546	538
New Zealand	190	521	519	532
The Netherlands	200	508	526	522
United Kingdom	197	494	490	503
Hungary	192	494	490	503
United States	180	500	487	502
France	185	496	497	499
Luxembourg	216	472	489	484
Israel	216	474	447	N/A

Currently in the U.S., for those states which set a minimum number of days for school, the average number of school days is 179 with the highest in Kansas at 186 days and the lowest, North Dakota, at 173 days. Eight states, including Michigan, do not set minimum standards in days, rather they set a minimum number of hours which fall well below the average across states. If the minimum number of instructional hours required by Michigan (i.e. 1,098 hours) were converted to days, Michigan would be among the lowest minimum number of days at 170.

A review of the National Assessment of Educational Progress (NAEP) scores provided in Table II shows that the top ten states on the NAEP have an average school year length of 178 days. The nine states which do not set a minimum number of days, rather a minimum of hours show a mean lower performance of 40 Scale Score points on the Reading, Grade Four, 26.1 Scale Score points on Reading, Grade Eight, 6.2 Scale Score points on Math, Grade Four, and

32.5 Scale Score points on Math Grade Eight when compared to the top performing state in each category.

Table II: A Comparison of Annual Days in School with Performance on the National Assessment of Educational Progress

State	Days In School Year	NAEP Grade 4 Reading	NAEP Grade 8 Reading	NAEP Grade 4 Math	NAEP Grade 8 Math
Alabama	175	179	234	207	246
Alaska	180	183	231	218	268
Arizona	180	193	241	212	266
Arkansas	178	200	241	216	267
California	180	202	259	220	N/A
Colorado		183	228	202	256
Connecticut	180	208	243	214	251
D.C.	180	205	244	217	258
Delaware		199	236	220	269
Florida	180	206	262	225	266
Georgia	180	178	209	218	247
Hawaii	180	203	241	239	286
Idaho		186	218	213	261
Illinois	176	198	234	207	251
Indiana	180	203	255	229	273
Iowa	180	194	248	221	263
Kansas	186	186	236	217	265
Kentucky	175	205	253	223	273
Louisiana	177	192	243	221	263
Maine	175	207	253	234	284
Maryland	180	187	237	208	271
Massachusetts	180	134	249	255	300
Michigan		194	236	200	253
Minnesota		204	259	233	287
Mississippi	180	210	254	223	264
Missouri	174	229	267	246	287
Montana	180	198	246	235	285
Nebraska		N/A	N/A	N/A	N/A
Nevada	180	202	246	225	269
New Hampshire	180	N/A	N/A	237	281
New Jersey	180	221	244	231	272
New Mexico		207	246	236	277
New York	180	200	247	207	249
North Carolina	180	204	246	220	253
North Dakota	173	203	253	225	278
Ohio	182	192	251	219	265
Oklahoma	180	212	249	228	269
Oregon		177	250	214	266

Pennsylvania	180	206	245	218	272
Puerto Rico	160	N/A	N/A	N/A	N/A
Rhode Island	180	209	252	231	275
South Carolina	180	194	245	215	270
South Dakota		199	254	224	271
Tennessee	180	170	211	195	229
Texas	180	188	201	214	254
Utah	180	196	325	225	275
Vermont	175	214	259	236	282
Virginia	180	186	229	213	251
Washington	180	205	253	243	288
West Virginia	180	206	249	225	270
Wisconsin	180	189	232	219	262
Wyoming	175	208	259	226	278

The various studies conducted on extending the school year have produced mixed results on the overall impact on student performance; however, three consistent findings have been realized:

1. *Quality of Time is more important than quantity of time.* Lengthening the school year is more than adding time. It must involve a comprehensive redesign of the educational program including additional professional development for staff.
2. *Low Income and Low ability student benefit most from extended school years*
3. *No relationship has been found between scores on international test of Academic Achievement and the Amount of time Students spend in school.* As shown in Table I, the top five performing countries on the PISA average 209 days of school per year, however, there are a number of countries which are in school over 210 days per year which are among the lowest performing nations.

There is clear research on the extended time that students need to close the achievement gap. Successful urban systems that have closed the achievement gap have offered not only quality teacher time during the day but extended quality learning time for students in the form of “double dosing”, additional class time, before and after school opportunities to enhance and accelerate their learning. To address the issue of closing the achievement gap in persistently low

performing schools (PLA), Kati Haycock (2001) refers to Lesson 3: Student’s Need Extra Help in research that has clearly illustrated that “almost all students can achieve at high levels if they are taught at high levels. But equally clear is that some students require more time and instruction.....we need to double or even triple the amount and quality of instruction that they get”. *Massachusetts 2020* and its national affiliate, the National Center on Time & Learning, are resources for an enlarging group of states and districts that are exploring expanded learning time—several of which, including Oklahoma, Alabama, and Rhode Island, have launched new initiatives in 2010. In 2006, *Massachusetts 2020* worked with state leaders in Massachusetts to spearhead the Massachusetts Expanded Learning Time Initiative, the first-in-the-nation statewide initiative to expand the school day. In 2010-2011, 19 schools in 10 school districts had schedules which increased learning time by 300 hours across the school year. The 300 hours equates to an increase of approximately 40 days. The state of Massachusetts has long been a national leader in student achievement. Their most recent partnership with the state, community partnerships and school districts in Massachusetts to launch *Massachusetts 2020* keeps them at the forefront of the work all urban systems should embrace.

The EAA of Michigan understands what it takes to prepare students for a global, information based economy. The current 1,098 minimum seat time requirement in the State of Michigan is insufficient to meet the educational needs of students enrolled in the Persistently Lowest Achieving (PLA) schools; therefore the EAA of Michigan proposes to increase the school year by 40 days for students. As depicted in Tables III and IV, Michigan’s proficiency standards for reading and mathematics in both grades, 4 and 8, when compared to NAEP achievement levels falls into the lowest performing categories. In the most recent NAEP, Michigan ranked 39th in performance in Language Arts and 47th in performance in mathematics when compared to other

states. If we were to disaggregate the data and use performance outcomes in the persistently lowest achieving schools as a subgroup, in all probability, they would fall even lower than 39th and 47th respectively.

Table III: States' proficiency standards for grade 4 reading and mathematics classified into

NAEP achievement levels: 2009

		Reading			Total
		<i>Below Basic</i>	<i>Basic</i>	<i>Proficient</i>	
Mathematics	<i>Proficient</i>	– 0	MA 1	– 0	1
	<i>Basic</i>	AK, AR, AZ, CA, DC, DE, GA, HI, IA, ID, IN, KS, KY, LA, MN, MT, NC, ND, NV, CH, OR, SC, SD, TX, UT, VA, WA, WI 28	CT, FL, ME, MO, MS, NH, NJ, NM, OK, PA, RI, VT, WV, WY 14	– 0	42
	<i>Below Basic</i>	AL, CO, IL, MD, MI , NY, TN 7	– 0	– 0	7
	Total	35	15	0	50

Table IV: States' proficiency standards for grade 8 reading and mathematics classified into
NAEP achievement levels: 2009

		Reading			
		<i>Below Basic</i>	<i>Basic</i>	<i>Proficient</i>	<i>Total</i>
Mathematics	<i>Proficient</i>	– 0	MA 1	– 0	1
	<i>Basic</i>	AK, DE, HI, ID, KS, MD, UT, WI 8	AR, AZ, FL, IA, IN, KY, LA, ME, MN, MO, MS, MT, ND, NH, NJ, NM, NV, OH, OK, OR, PA, RI, SC, SD, VT, WA, WV, WY 28	– 0	36
	<i>Below Basic</i>	AL, CO, GA, IL, MI , TN, TX, WA 8	CT, DC, NC, NY 4	– 0	12
	<i>Total</i>	16	33	0	49

Source: United States Department of Education, Institute of Educational Sciences, National Center for Education Statistics, National Assessment of Education Progress (NAEP), 2009 Reading and Mathematics Assessment United States Department of Education, Office of Planning, Evaluation and Policy Development, EDFacts by 2008-09, Washington, DC, 2010. The National Longitudinal School-Level State Assessment Score Database (NLBL8480) 2010.

Plan of Action

The EAA of Michigan has studied the lessons learned and will use the research from the Massachusetts Expanded Learning Time Initiative (*Massachusetts 2020*) as well as the research cited earlier to execute the proposed instructional calendar. The new calendar is designed to implement a high quality year-round experience for students and moves Michigan away from failed, outdated and traditional approaches to teaching and learning.

Successful extended year initiatives exhibit the following twelve characteristics: (Chalkboard Project, 2008; Silva, 2007). A review of these characteristics shows tight alignment with the strategic vision of the EAA of Michigan and its theory of change.

1. Strong Leadership;
2. Committed and well-trained teachers;
3. A safe and supportive teaching and learning environment;
4. Use of evidence-based and data-driven practices;
5. Support for reform from parents, school partners, and the community;
6. A focus on core academic and enrichment activities that are aligned with other school goals and reforms;
7. Use of extra time to implement proven practices (e.g. time should be devoted to specific interventions backed by a strong evidence base, such as integrating technology into the classroom, giving students individualized attention, and providing instruction in longer blocks of time)
8. Involvement of entire community in the decision with early notification;
9. A strong staff development program is needed so the extra time is used appropriately;
10. Consideration of staff opinion prior to implementation due to potential for burn out;

11. Incorporation of evaluation and using the results to shape the reform (i.e. is time being used effectively, need for modifications, stakeholder perceptions, impact on student performance); and
12. Voluntary implementation and decided on a district by district or school by school basis. Studies have found that extended year programs are most successful when the experience is not perceived as punitive

The research of Glass (2002), Cooper (2001) and Lewin & Tsang (19978) all indicate that only large additions to the school calendar affect increases in student performance. They further noted that success depends greatly on local conditions including such aspects as planning and development, understanding the breakpoint at which the added days don't result in additional learning, and the use of pilot programs for gradual implementation of extended year initiatives to better understand successes and challenges. These research findings align with the EAA of Michigan's theory of action which is driven by the belief that strong leadership, execution of strategy, autonomy, flexibility and an uncompromising system of accountability within a student-centered system of education will enable local school leaders and teachers to collaboratively build an equitable, outcomes-driven, 21st Century teaching and learning environment where time is the variable, learning the constant, and students the focus.

Financially, it is important to note that research studies estimate that increasing the school year by 10% (e.g. 18 days) raises base costs by six to seven percent per student. (Van Beek, 2009, Chalkboard Project, 2008, Silva, 2007). The cost calculations are based largely on increased teacher salaries, additional operating costs (e.g. utilities), transportation, supplementary curricular materials and maintenance. The EAA expects a similar increase in base cost of six to seven percent. Despite the addition of a greater number of days, there is not a similar increase in teacher salaries due to building the cost of a longer year into the base salary schedule.

The EAA of Michigan engaged approximately 900 stakeholders including approximately 100 students from across the state of Michigan in strategic conversations about the transformation of Michigan's persistently lowest performing schools into 21st Century educational centers for improved teaching and learning. The outcome of these forums was the development of a Strategic Vision and Work Plan which ascribed non-negotiables to a different paradigm for radically transforming traditional public education; a robust student-centered learning platform, common assessments, global partnerships, individualized learning plans for all students, the use of technology as a teacher and learning tool, and the establishment of innovative education practice where time is the variable, learning the constant, and students the focus. The Strategic Vision and Work Plan call for these initiatives to take place via an extended day and extended year framework.

Proposed Teacher Salary Schedule

The proposed starting teacher salary is \$50,000. Increments will not be based on high education degrees, steps or lanes. Increases will be based on student growth and achievement targets. The projected pay for performance system is under development and will be vetted with a collaborative teacher committee from the EAA of Michigan member schools. The first year of employment will be a baseline year and a cost of living increase will be awarded for year one and built into the salary schedule for each year forward. Upon approval of the pay for performance system it will be implemented in year two. The EAA of Michigan will also apply for a Teacher Incentive Fund (TIF) competitive grant through the United States Department of Education. Table V reflects how the Education Achievement Authority will fund the proposed Extended Day/Extended Year Program.

**Table V: Additional Cost Summary for Extended Year for the Educational
Achievement Authority of Michigan 2012 -2013**

Extended Year Additional Cost Summary *	
Extended year for the Education Achievement Authority of Michigan will increase expenditures in 3 categories - Salary, Transportation, and Utilities. The calculations for the increased costs are reflected below.	
Salary	
\$ 5,000 + 30% Benefits (\$ 1,500)	\$ 6,500
Certified FTE's (Full time equivalent) whose salary is impacted by extended year 602 Teachers + 19 Assistant Principals equals 621 FTE's	
621 Certified FTE's x \$ 6,500	
Total Salary Cost for Extended Year	\$ 4,036,500
Transportation	
70% of 11,142 Total Projected EAA Students are Transported equals 8,000 Students	
\$ 8,160,000 Budgeted for Transportation from DPS divided by 8000 transported Students divided by 170 School Days equals \$ 6 per day per Student	\$ 6
Extra school days for Students equals 40 days (8000 Students x \$ 6 per Student per day x 40 days)	
Total Transportation Cost for Extended Year	1,920,000
Utilities	
\$ 4,159,901 Total DPS Utilities' Budget (current year) for the 15 EAA Schools	\$ 4,159,901
Daily Rate (\$ 4,159,901 divided by 365 days)	\$ 11,397
Extra Days (\$ 11,397 x 40 days)	
Total Utilities Cost for Extended Year	\$ 455,880
Total Cost for Extended Year	\$ 6,412,380
Revenue for Extended Year	
Extended Year for the EAA of Michigan will be budgeted through the State's per pupil allocation. These expenditures will be funded by reallocating reduced central administration expenditures to the local schools.	
* Revised Salary and Transportation Calculations.	
Salary: Removed FTE categories not affected by Extended Year.	
Transportation: Per student expense changed from \$ 5 to \$ 6.	

Budget Analysis For Extended Year

Certified		Classified	
Teachers (408 Teachers)	\$ 26,520,000	Clerical- Secretaries	\$ 1,768,000
Principals	\$ 2,535,000	Clerical- Attendance Clerk	\$ 780,000
Assistant Principals HS	\$ 1,326,000	Clerical- Business Managers	\$ 819,000
Assistant Principals Elem	\$ 773,500	Data Analyst	\$ 819,000
JROTC Instructor	\$ 643,500	Media Aid	\$ 741,000
Nurse	\$ 877,500	Total	\$ 4,927,000
Counselor	\$ 2,431,000		
Social Worker			
Parent Liaison			
Media Specialist	\$ 1,072,500	Contracted Service	
Total	\$ 36,179,000	Custodial/Maintenance	\$ 11,780,926
		Security	\$ 1,600,000
State Categorical (Certified)		Food Services	\$ 500,000
Teachers Categorical (75 Teachers)	\$ 4,875,000	Transportation	\$ 8,160,000
State Categorical	\$ 4,875,000	Total	\$ 22,040,926
Grand total Non-Federal	\$ 68,021,926		
The categories above reflect budgeted amounts for certified personnel, classified personnel, and contracted services.			
The total from all four groups equals the \$ 68,021,926.			
Central Administration Revenue (6%)			
State \$ 5,209,100 + Federal \$ 2,339,820			
	\$ 7,548,920		
Schools Revenue (94%)	\$ 118,266,420		
Total Revenue	\$ 125,815,340		
The category for Central Administration is 6% of State and Federal Revenue.			
State Total Foundation Allowance	\$ 79,233,800	Net State Revenue minus Debt minus Central Administration	\$ 82,036,240
State Categorical	\$ 17,069,980	Total Expense Non-Federal	\$ 68,021,926
Total State Revenue	\$ 96,303,780	Net Income after Expenditures	\$ 14,014,314
Minus Debt Service	\$ 9,058,440	Minus Extended Year Additional Cost	\$ 6,412,380
Minus Central Administration	\$ 5,209,100	Materials, Supplies, Curricular Expenditures	\$ 7,601,934
Net State Revenue	\$ 82,036,240	Balance	\$0
Net State Revenue equaling \$ 82,036,240 is calculated by taking Total State Revenue \$ 96,303,780 minus Debt Service and Central Administration \$ 14,267,540. After Extended Year Additional Cost, \$ 7,601,934 in State Revenue remains for Materials, Supplies, and Curricular Expenditures.			

Proposed Instructional Calendar for 2012-13 School Year

The Education Achievement Authority of Michigan provides the following three calendars for consideration (Options A, B, & C).

							Holidays	February 2013	FEBRUARY						
							PD or Teacher Workday	17 Student Contact Days	S M T W T F S						
JULY							Start/End of Academic Year	18- Presidents' Day						1	2
S	M	T	W	T	F	S	Parent -Teacher Conferences	19 Professional Development	3	4	5	6	7	8	9
1	2	3	4	5	6	7	Testing Dates	20 Teacher Workday	10	11	12	13	14	15	16
8	9	10	11	12	13	14			17	18	19	20	21	22	23
15	16	17	18	19	20	21			24	25	26	27	28		
22	23	24	25	26	27	28									
29	30	31													
AUGUST							July 2012 9-27 Principals' Institute	March 2013	MARCH						
S	M	T	W	T	F	S	August 2012 6-31- Staff Development	19 Student Contact Days	S	M	T	W	T	F	S
				1	2	3		6-8- Testing Dates						1	2
5	6	7	8	9	10	11		28 Parent Teacher Conferences	3	4	5	6	7	8	9
12	13	14	15	16	17	18		29 Professional Development	10	11	12	13	14	15	16
19	20	21	22	23	24	25			17	18	19	20	21	22	23
26	27	28	29	30	31				24	25	26	27	28	29	30
									31						
SEPTEMBER							September 2012 19 Student Contact Days 3 Labor Day Holiday 4 Students' First Day	April 2013 17 Student Contact Days 1-5 Spring Break	APRIL						
S	M	T	W	T	F	S			S	M	T	W	T	F	S
						1				1	2	3	4	5	6
2	3	4	5	6	7	8			7	8	9	10	11	12	13
9	10	11	12	13	14	15			14	15	16	17	18	19	20
16	17	18	19	20	21	22			21	22	23	24	25	26	27
23	24	25	26	27	28	29			28	29	30				
30															
OCTOBER							October 2012 22 Student Contact Days 9-12 -State Testing 15-17 -State Testing 19 - Parent-Teacher Conferences	May 2013 22 Student Contact Days 27 Memorial Holiday	MAY						
S	M	T	W	T	F	S			S	M	T	W	T	F	S
	1	2	3	4	5	6						1	2	3	4
7	8	9	10	11	12	13			5	6	7	8	9	10	11
14	15	16	17	18	19	20			12	13	14	15	16	17	18
21	22	23	24	25	26	27			19	20	21	22	23	24	25
28	29	30	31						26	27	28	29	30	31	
NOVEMBER							November 2012 18 Student Contact Days 6 - Professional Development 21 - 23 Thanksgiving Holidays	June 2013 20 Student Contact Days	JUNE						
S	M	T	W	T	F	S			S	M	T	W	T	F	S
				1	2	3									1
4	5	6	7	8	9	10			2	3	4	5	6	7	8
11	12	13	14	15	16	17			9	10	11	12	13	14	15
18	19		21	22	23	24			16	17	18	19	20	21	22
25	26	27	28	29	30				23	24	25	26	27	28	29
									30						
DECEMBER							December 2012 15 Student Contact Days 24- 31 - Winter Holidays	July 2013 18 Student Contact Days 1-4 Independence Week							

Education Achievement Authority of Michigan School Instructional Calendar 2012 - 2013 (Option B)

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JULY							Holidays							February 2013							FEBRUARY						
S	M	T	W	T	F	S	PD or Teacher Workday							17 Student Contact Days							S	M	T	W	T	F	S
1	2	3	4	5	6	7	Start/End of Academic Year							18- Presidents' Day							3	4	5	6	7	8	9
8	9	10	11	12	13	14	Parent -Teacher Conferences							19 Professional Development							10	11	12	13	14	15	16
15	16	17	18	19	20	21	Testing Dates							20 Teacher Workday							17	18	19	20	21	22	23
22	23	24	25	26	27	28															24	25	26	27	28		
29	30	31																									
AUGUST							July 2012							March 2013							MARCH						
S	M	T	W	T	F	S	9-27 Principals' Institute							19 Student Contact Days							S	M	T	W	T	F	S
			1	2	3	4								6-8- Testing Dates											1	2	
5	6	7	8	9	10	11								28 Parent Teacher Conferences							3	4	5	6	7	8	9
12	13	14	15	16	17	18								29 Professional Development							10	11	12	13	14	15	16
19	20	21	22	23	24	25															17	18	19	20	21	22	23
26	27	28	29	30	31																24	25	26	27	28	29	30
																					31						
SEPTEMBER							September 2012							April 2013							APRIL						
S	M	T	W	T	F	S	18 Student Contact Days							17 Student Contact Days							S	M	T	W	T	F	S
						1	3 Labor Day Holiday							1-5 Spring Break								1	2	3	4	5	6
2	3	4	5	6	7	8	4 Students' First Day														7	8	9	10	11	12	13
9	10	11	12	13	14	15															14	15	16	17	18	19	20
16	17	18	19	20	21	22															21	22	23	24	25	26	27
23	24	25	26	27	28	29															28	29	30				
30																											
OCTOBER							October 2012							May 2013							MAY						

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